Manitoba

Annual Report 1988 - 89

Northern Affairs

91-01328/

Minister of Northern Affairs
Minister responsible for Native Affairs
Minister responsible for Seniors

333 Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

The Honourable George Johnson
Lieutenant-Governor of Manitoba
Room 235, Legislative Building
Winnipeg, Manitoba

May It Please Your Honour:

I have the honour of respectfully submitting to you the Annual Report of the Department of Northern Affairs of the Province of Manitoba for 1988-89.

James E. Downey

Manitoba

Deputy Minister of
Northern Affairs

Room 327
Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

(204) 945-4172

The Honourable James Downey
Minister of Northern and Native Affairs
333 Legislative Building
Winnipeg, Manitoba
R3C 0V8

Sir:

I have the honour of presenting to you the Annual Report for the Department of Northern Affairs for the fiscal year 1988-89.

The department participated in a number of important initiatives during the year:

Progress in the settlement of claims under the Northern Flood Agreement has provided the foundation for development for five Northern Flood Agreement bands of Nelson House, Split Lake, York Landing, Cross Lake and Norway House. To streamline negotiations, a series of meetings have been scheduled with the northern flood chiefs in a bid to make solid progress in a new and orderly implementation process.

Major steps have been taken to introduce programs and policies that affect Indian and Metis people in urban areas. Manitoba has initiated an Indian and Metis Urban Strategy to be jointly developed by the federal, provincial and municipal governments, and the Native community.

The province is committed to negotiate a tripartite agreement between Manitoba, Manitoba Hydro and the Department of Indian Affairs and Northern Development to construct a hydro line in the northeast portion of the province to residents with inadequate sources of electric power.

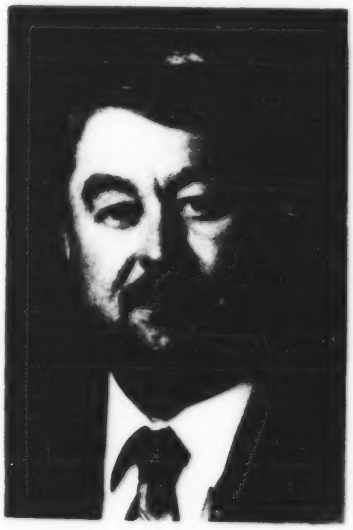
In consultation with the Native community, a review of the Native Affairs Secretariat has been initiated which will result in policies to streamline and improve its administration. The review is designed to cover such areas as policy and program coordination, communications and interaction with other government departments.

Infrastructure improvements in northern communities are a key northern initiative to continue upgrading water supply and sewage, as well as the development of serviced commercial and industrial land.

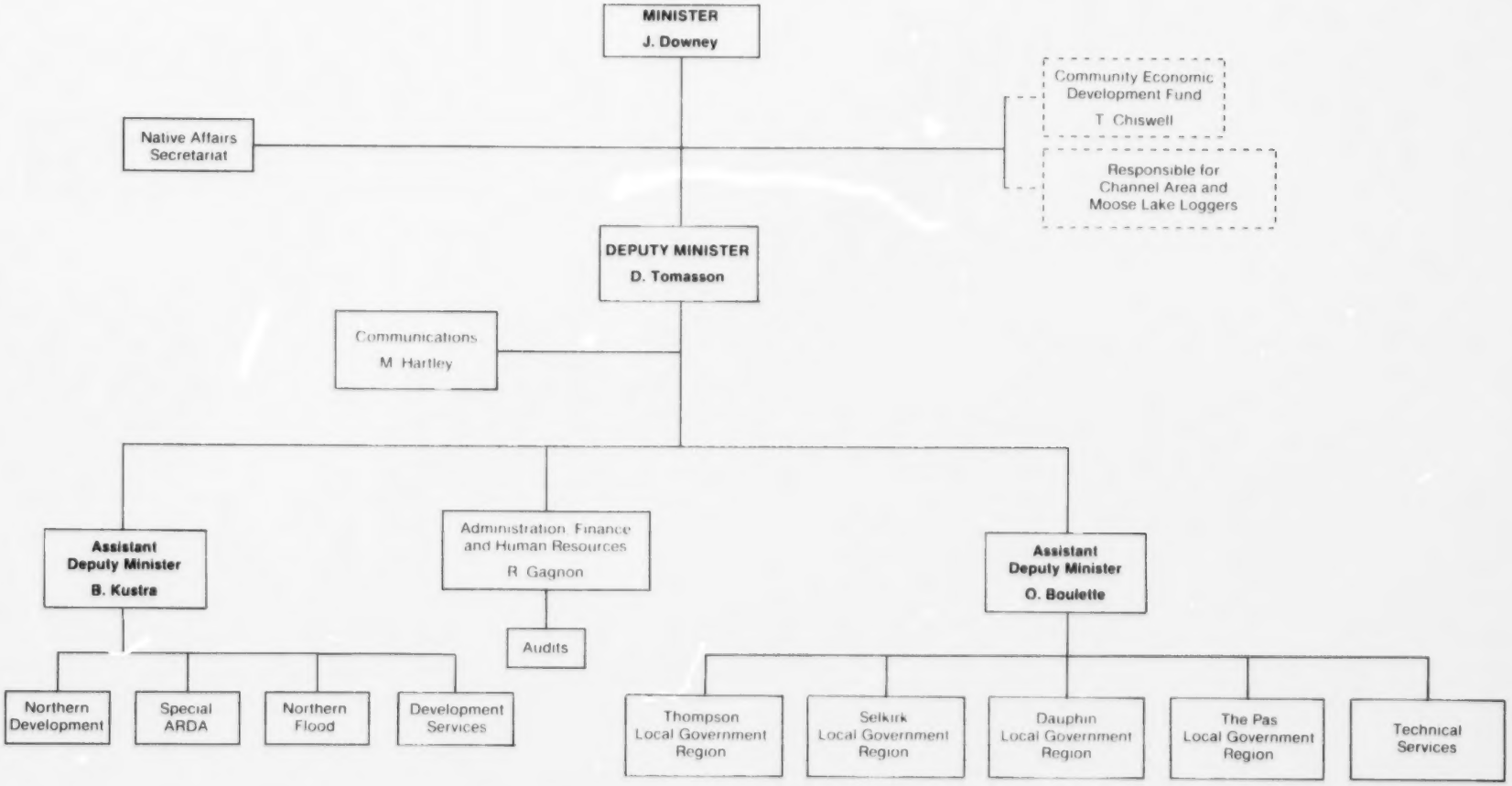
This Annual Report fulfills the reporting requirements specified in The Northern Affairs Act.

Respectfully presented.

David Tomasson,
Deputy Minister



Organization Chart — Department of Northern Affairs



as at March 31, 1989

Table of Contents

TITLE	PAGE
Minister's Letter of Transmittal	3
Deputy Minister's Letter of Transmittal	5
Organizational Chart	6
54 Northern Affairs Communities	8
Northern Affairs Area Map	9
Preface	10
Role and Mission Statement	11
Legislation Administered	12
Financial and Administration Services	13
Audit Services	13
Personnel Management	13
Northern Affairs Fund	14
Communications Branch	14
Communities Economic Development Fund	15
Local Government Development Division	16
Local Government Service Branch	16
Technical Services	18
Community Emergency Response Program	18
Preventative Maintenance Program	19
Administrative Status of Northern Affairs Communities	19
Agreements Management and Coordination Division	21
Northern Development and Coordination	21
Northern Flood Agreement	22
Special ARDA Program	22
Development Services	23
Corporate Projects	23
Native Affairs	25
Capital	26
Expenditure Summary by Appropriation	27

List of 54 Northern Remote Communities Falling Under the Jurisdiction of The Northern Affairs Act

(by region)

Thompson Region

Brochet
Cross Lake
God's Lake Narrows
Granville Lake
Ilford
Nelson House
Norway House
Oxford House
Pikwitonei
South Indian Lake
Thicket Portage
Wabowden
Warrens Landing

Dauphin Region

Baden
Barrows
Camperville
Crane River
Duck Bay
Mallard
Meadow Portage
National Mills
Powell
Red Deer Lake
Salt Point
Waterhen
Westgate

Selkirk Region

Aghaming
Berens River
Big Black River
Bissett
Dallas/Red Rose
Dauphin River
Fisher Bay
Harwill
Homebrook
Island Lake
Little Grand Rapids
Long Body Creek
Loon Straits
Manigotogan
Matheson Island
Pine Dock
Poplar River
Princess Harbour
Red Sucker Lake
St. Theresa Point
Seymourville

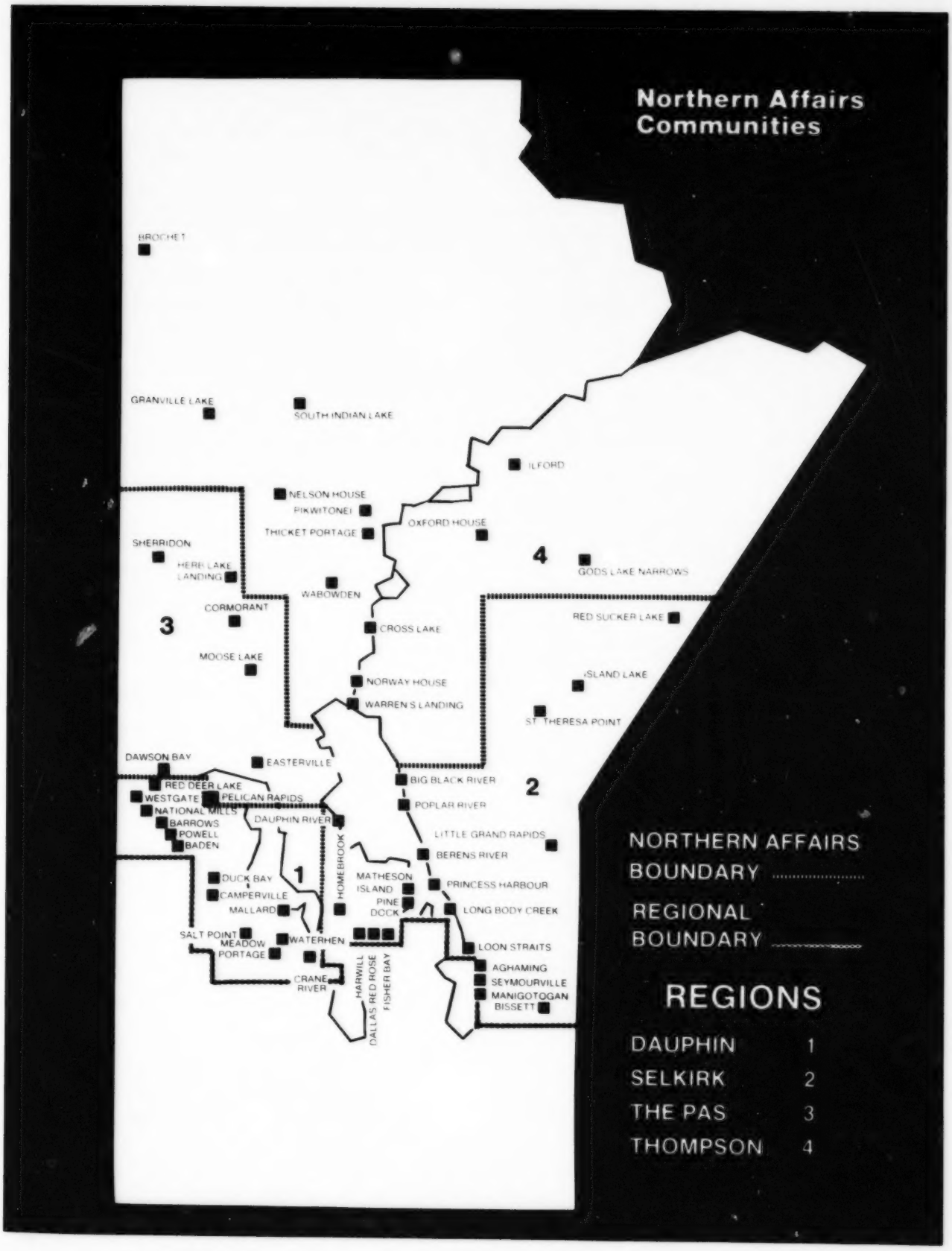
The Pas Region

Cormorant
Dawson Bay
Easterville
Herb Lake Landing
Moose Lake
Pelican Rapids
Sherridon

List of 54 Northern Remote Communities Falling Under the Jurisdiction of The Northern Affairs Act

(in alphabetical order)

Aghaming
Baden
Barrows
Berens River
Big Black River
Bissett
Brochet
Camperville
Cormorant
Crane River
Cross Lake
Dallas/Red Rose
Dauphin River
Dawson Bay
Duck Bay
Easterville
Fisher Bay
God's Lake Narrows
Granville Lake
Harwill
Herb Lake Landing
Homebrook
Ilford
Island Lake
Little Grand Rapids
Long Body Creek
Loon Straits
Mallard
Manigotogan
Matheson Island
Meadow Portage
Moose Lake
National Mills
Nelson House
Norway House
Oxford House
Pelican Rapids
Pikwitonei
Pine Dock
Poplar River
Powell
Princess Harbour
Red Deer Lake
Red Sucker Lake
St. Theresa Point
Salt Point
Seymourville
Sherridon
South Indian Lake
Thicket Portage
Wabowden
Warrens Landing
Waterhen
Westgate


Northern Affairs Communities
BROCHET
GRANVILLE LAKE
SOUTH INDIAN LAKE
ILFORD
NELSON HOUSE
PIKWITONEI
THICKET PORTAGE
OXFORD HOUSE
SHERRIDON
HERB LAKE LANDING
GODS LAKE NARROWS
WABOWDEN
CORMORANT
3
CROSS LAKE
RED SUCKER LAKE
MOOSE LAKE
NORWAY HOUSE
ISLAND LAKE
WARREN'S LANDING
ST. THERESA POINT
DAWSON BAY
EASTERVILLE
BIG BLACK RIVER
2
RED DEER LAKE
WESTGATE
PELICAN RAPIDS
NATIONAL MILLS
POPLAR RIVER
DAUPHIN RIVER
BARROWS
POWELL
BADEN
LITTLE GRAND RAPIDS
BERENS RIVER
DUCK BAY
1
HOMEBROOK
MATHESON ISLAND
PRINCESS HARBOUR
CAMPERVILLE
PINE DOCK
MALLARD
LONG BODY CREEK
SALT POINT
MEADOW PORTAGE
WATERHEN
LOON STRAITS
AGHAMING
SEYMOURVILLE
CRANE RIVER
HARWILL
DALLAS RED ROSE
FISHER BAY
MANIGOTOGAN
BISSETT
NORTHERN AFFAIRS BOUNDARY
REGIONAL BOUNDARY
REGIONS
DAUPHIN 1
SELKIRK 2
THE PAS 3
THOMPSON 4

Preface

The information in this Northern Affairs Annual Report provides an overview of the activities carried out by the department. Included in the report is information on the department's objectives, role and mission, and the cost associated with services provided to 54 northern communities.

Information is presented so that the main appropriations are easily cross referenced to the printed main estimates and supplement. The department's structure and reporting relationships are outlined in the organizational chart on page 6.

Objectives of each of the major sections have been clearly identified. In addition, these sections contain a synopsis of the main activities and achievements of the past year. Information on expenditures cover both operating and capital funds as well as costs associated with federal-provincial agreements.

Additional information may be obtained from the department's estimate supplement document and the Northern Affairs community profiles publication.

Role and Mission Statement

The mandate of the department is to coordinate the activities of government and encourage the development of social and economic opportunities in the north. This mandate applies over the Northern Affairs area as defined in The Northern Affairs Act and empowers the department to participate in activities involving:

- The improvement of local services;
- The administration of programs designed to minimize the role of government in local decision making;
- The negotiation and administration of agreements with the government of Canada in specified areas; and
- Ensuring that other government departments and agencies develop and administer policies and programs which address the special needs of northerners.

Departmental priorities were established with a view towards improving the capability of northern residents to access area resources and thereby improve the overall quality of life in the north. These priorities include:

- Increasing local autonomy through entering block funding arrangements with communities;
- Assisting communities in preparing community area development plans; and
- Managing, implementing and renewing federal-provincial agreements and pursuing new joint initiatives where appropriate.

Legislation Administered

The Department of Northern Affairs is responsible for the following legislation:

- The Northern Affairs Act
- The Manitoba Natural Resources Development Act (insofar as it relates to Channel Area Loggers Ltd. and Moose Lake Loggers Ltd.)
- The Planning Act, Part 9

Financial and Administrative Services

Rene Gagnon — Director

The branch has the overall responsibility to ensure compliance with government policy on financial management and administration.

The departmental financial management system serves a dual function. It must be designed to provide financial information to aggregate into the central government budget and accounting processes. Secondly, it must also serve the financial informational needs of departmental management. The departmental financial section fills the need for compatibility in the framework of the government-wide financial system while also recognizing the nature, scope, size and complexity of the department.

The Administration and Finance Section fulfilled its mandate by ensuring that departmental transactions were processed in conjunction with The Financial Administration Act, Treasury Board Directives, Central Government and Departmental Policies. These activities were coordinated on a cost effective basis. This section has ensured that all programs have maintained their expenditures within the approved authorization, unless prior approval was granted to over expend their budgetary allocations.

The department received authority to expend funds in excess of initial approval estimates in three programs:

- Communities Economic Development Fund;
- Northern Flood Agreement; and
- Corporate Projects.

The details of these over expenditures are explained under each corresponding program. The department received an additional $9.5 million by Supplementary Funding to meet the additional costs of the program mentioned above.

Pages 27 to 30 give a detailed breakdown of the departmental expenditures by programs for the year ending March 31, 1989.

During the fiscal year, departmental policies and guidelines were improved to support the operations and activities of the remote communities. The department ensures that these policies are in concert with provincial policies.

Audit Services

Audit Services performs annual audits on all communities where the community administers its own funds. There are those that are in self-administration or in block-funding. For the 1988/89 year this consisted of 37 communities.

Audit services also performs special reviews/audits including program evaluations and audits of recipients of contributions/grants under departmentally administered programs when requested to do so by departmental management.

For the 1988-89 year the audit services branch completed 37 community audits. It also made presentations to clerk, coordinator, and mayor and councillor's workshops. The branch also did an analysis of the controls which should be in place for MCPP projects administered by the department.

Personnel Management

Personnel Management is responsible for the ongoing development, implementation and maintenance of an effective human resources program as well as personnel policy administration.

Centralized services provided to the department include payroll, recruitment and staffing, position analysis, classification and evaluation, salary and benefits administration, labour relations and staffing budget control.

Human resource development initiatives include affirmative action, evaluation, career planning, training and development. To carry out its responsibilities during 1988-89, Personnel Management provided the following services:

- Completed required reports on a timely basis;
- Paid staff entitlements within the approved estimates;
- Recruited 49 percent of all appointments from the Affirmative Action membership;
- Maintained target group representation within the department on the same level as previous year;
- Ensured all open competitions had built in outreach recruitment; and
- Introduced a workable performance standards and appraisal system.

Northern Affairs Fund

The Northern Affairs Fund has two primary objectives:

- To administer the property tax system within Northern Affairs' jurisdiction; and
- To administer trust funds for Northern Affairs commmunities according to The Northern Affairs Act.

According to the first objective, the department has adopted a property tax budget of $1.6 million in northern properties and collected 86 percent of the taxes. During 1988-89, the department computerized the tax system. One of the system's major improvements resulted in the department being able to provide individuals with tax arrears statements on a quarterly basis.

The administration of the tax collection system was conducted in conjunction with the rules and regulations provided in The Assessment Act and The Municipal Affairs Act.

The Northern Affairs Fund processed $10.2 million of transactions for the year ending March 31, 1989. These transactions provided funding to 54 northern communities for municipal services and capital construction. Included in this amount is $1.8 million, relating to the distribution of the Manitoba Tax Sharing Grant to northern communities and Indian bands in Manitoba.

The fund also administers and distributes funds under the Manitoba Community Places Program. The administration of these funds were transacted within the departmental policies and guidelines. The MCPP program provided $1.2 million for this purpose to communities and bands in the North.

Communications

The Communications Branch carries out the day-to-day communications requirements of the department: news release preparation, newsletters, audio-visual presentations, advertising, displays, pamphlets, annual reports, coordination of public events and liaison with other provincial departments, other levels of government and nongovernment agencies whose activities are related to the operation of the department.

In 1988-89, the branch developed communications plans for all policy and programming carried out by the department and monitored the impact of departmental activities on the public with a view to assessing the need for improved communications. Branch staff act as consultants to senior management and provide community relations and media liaison services to the department and related agencies.

The Communications Branch coordinates the production of all public information materials related to the department.

Communities Economic Development Fund (CEDF)

Ted Chiswell — General Manager

This program is designed to provide financial assistance to start or expand small to medium sized businesses in remote and isolated communities in Manitoba. Communities Economic Development Fund, a provincial crown corporation, also assists community development corporations.

Local ownership and control of the business applying for assistance is considered of prime importance. The Fund assesses the effect of its assistance on the community and on working conditions and wage levels within the business being financed. As well, CEDF ensures that opportunities for training and upgrading of skills of the workers involved is available.

The Fund's emphasis is on the economic development of northern Manitoba. At the same time, however, the Fund remains open to provide assistance to small and medium size businesses that meet requirements in southern Manitoba, outside of Winnipeg, specifically where significant Native employment will be created.

Assistance provided for loan applicants is a vital component of the Fund's activities and is made available to each applicant or business. CEDF's staff of consultants play an important role in assisting and advising borrowers. Their support includes helping borrowers develop strategies designed to strengthen their operations and improve their marketing program.

Details of the Communities Economic Development Fund's financial statement and current activities are available in CEDF's annual report.

Local Government Development Division

Oliver Boulette
Assistant Deputy Minister

The division services the municipal requirements of 54 northern and remote communities falling under the jurisdiction of The Northern Affairs Act. The services are categorized as local government support and public works.

The objectives of the division in 1988-89 were:

- To coordinate the delivery of government services and programs in the Northern Affairs area;
- To assist in providing, maintaining and improving local services; and
- To provide training and encourage utilization of knowledge and skills necessary to enable community officials to achieve self-administration and eventual incorporation.

To accomplish these objectives, the division, headquartered in Thompson, is comprised of:

- Local Government Services having regional offices in Thompson, The Pas, Dauphin and Selkirk; and
- Technical Services.

The division also delivers the following three programs:

- Community Emergency Response Program;
- Preventative Maintenance Program; and
- Capital Works Program.

The mandate and activities of these three programs are provided under separate headings in this report.

The programs and services of this division are fully integrated and complementary. The total available resources of the division are delivered through the four regional offices of Local Government Services.

Local Government Services Branch

Local Government Services, the field component of Local Government Development Division, assists and trains elected and appointed representatives of 56 northern and remote communities to enable them to progressively attain an increased level of autonomy.

Major activities within each of the four regional offices are:

- To monitor community accounts and records and recommend improvements;
- To provide direction and assistance on local government administrative matters such as emergency planning, boundaries, by-laws, taxation and financial reporting;
- To monitor and provide advice to the department and community councils on items relating to the provision of local community services such as organization and activity of the fire department, water systems operation, and the maintenance of roads and buildings;
- To provide support and guidance to community employees;
- To provide supervisory and technical expertise in the delivery of local services, capital projects and the operation and maintenance of local infrastructure;
- To monitor the community election process and provide direction to elected officials in accordance with the Northern Affairs election regulations;
- To provide advice on legislative and departmental policy requirements as they relate to local government including health regulations and labour codes; and
- To provide direction and training to community people involved in the preventative maintenance of community infrastructure.

Training assistance is offered within communities on a one-to-one basis, as well as at community, regional and provincial workshops.

Council Training

Council training is provided on an ongoing basis in the following areas:

- Roles and responsibilities of councils;
- Capital projects justification, documentation and problem solving;
- Financial management;
- Budget guidelines and clerk manual; and
- Election procedures.

Four Regional Mayors and Councillors Institutes were held and the topics discussed were:

- Mayors/Councillors;
- Role of council and staff supervision;
- Constable Program;
- Crown Lands Application;

- Recreation Program;
- Fire Program;
- Northern Affairs Budget Process;
- Preventative Maintenance Program;
- Manitoba Housing and Renewal Corporation and the Canadian Mortgage and Housing Corporation;
- Land;
- Highways;
- Natural Resources; and
- Contract Law.

One provincial workshop was held for the Constables on Chemical Dependency Intervention.

Workshops were held regionally to familiarize Councils and Election Officials with the new election regulations.

Clerk Training

Normally, community clerks receive training on a one-to-one basis as required. Advice and direction are provided by telephone and correspondence on an ongoing basis.

New clerks are provided with a three-day orientation session followed by frequent visits during the first few months. These sessions cover the one-write and card system, bookkeeping, year end procedures, bank reconciliation, cash flow, keeping a good set of minutes, and advising councils on government programs and policies. In the 1988-89 fiscal year this entailed 309 days of training.

Regional workshops provide training in areas of common interest to participants. Topics of discussion were the monthly financial report, clerk manual, and tax collection.

Public Works Employee Training

A provincial seminar was held for community public works employees. It covered:

- Environment Water Sampling;
- Recreation Ground Maintenance;
- Workplace Safety and Health;
- Water Treatment;
- Vehicle Maintenance;
- Blueprint Reading;
- Maintenance Management System;
- Fire Commissioner's Office;
- Life Protection Equipment;
- General Building Maintenance; and
- Maintenance on Filters.

Public works employees are provided with training and assistance on request. Preventative Maintenance Officers under the direction of the Preventative Maintenance Local Government Advisor provide assistance in solving problems and conduct training necessary to enable employees to perform required duties. Mini regional workshops were held for hands on training.

A Maintenance Management System was introduced to provide direction and guidance in the maintenance of physical facilities. In the 1988-89 fiscal year, ten communities joined the program.

Through staff development, skills were upgraded in such areas as computers, water and sewer waste, assertiveness training, written communications, managerial styles and skills, reforestation, and report writing.

Coordinators Workshops

The workshops covered the following topics:

- Northern Affairs Act;
- Census;
- Construction program;
- Fire program development;
- Emergency measures development plans;
- Recreation in the communities;
- Community planning;
- Clerk/Council training;
- Job description reviews to clarify roles; and
- Training needs.

Field travel by regional offices has developed and maintained a regular flow of information between the community, the department and various government departments and agencies.

During 1988-89, budget review meetings took place in each of the four regions with elected community representatives presenting budgets to the Budget Review Committee. The capital program was priorized by the community councils present. The preparation and presentation of these budgets represents an achievement toward the increased autonomy of northern and remote communities.

Certain activities of Local Government Services are included under the Canada/Manitoba Northern Development Agreement.

Technical Services

Technical Services assists in the delivery of capital infrastructure and local services. Employees provide engineering, design, construction and maintenance skills.

Staff also provide engineering and technical assistance and advice on a day-to-day basis on the development of capital projects in northern communities. This includes planning, design, tendering, construction and ongoing maintenance.

During 1988-89, forty-four designs were prepared for water treatment plants, sewage lagoons, fire halls, community halls, garages, administration buildings and roads as well as for additions and extensions to such existing infrastructure.

The activities that continue to involve consultation with the communities and regional offices of Local Government Services are:

- To provide and improve the water and sewer systems in northern remote communities.
- To monitor and assist with the administration of projects as well as provide direction regarding the tendering contacting process;
- To assist with the purchase of material and equipment relating to community infrastructure in accordance with established standards. Examples are: fire and building, safety codes and regulations; and
- To train local operators of community water and sewer systems.

Community Emergency Response Program

The Community Emergency Response Program assists Northern Affairs communities prepare for handling emergency situations.

In 1988-89, the program's activities were:

- To assist in establishing and maintaining volunteer emergency response teams for fire protection;
- To provide funding for emergency operations, for example: fire fighting, equipment operation and maintenance; and
- To coordinate the purchase of approved emergency equipment and maintain inventory and statistical records.

Close liaison is maintained with the Emergency Measures Organization, Manitoba Emergency Health Services and the Manitoba Fire Commissioners staff, to offer community emergency staff with appropriate training. The Regional Manager assists in the coordination and delivery of the following training:

- Level firefighter courses;
- Various training in the community;
- Emergency social services workshops;
- Emergency preparedness workshops;
- Firefighters rodeo at Waterhen;
- Assistance for fire chiefs to attend Manitoba Fire Chiefs Workshops; and
- First Aid.

A Fire Chief Seminar was held provincially for the Mayor and Fire Chief of each community. Topics covered were as follows:

- Fire Commissioner's Office objectives and purpose;
- Equipment identification and uses;
- Equipment and apparatus specifications;
- Standards for clothing and breathing apparatus;
- Fire protection agreements;
- By-laws;
- Wild fires, equipment and training;
- Fire prevention;
- Inspections;
- Training;
- Program delivery;
- EMO preparation;
- Dangerous goods;
- New equipment;
- Problems identified and possible solutions;
- Budgeting; and
- Planning.

Preventative Maintenance Program

The primary objective of this program is to assist communities in the maintenance of infrastructure by encouraging and supporting community personnel to become more responsible for the operation and maintenance of local community facilities.

The Coordinator provides direction to the Preventative Maintenance Officers in the four regional offices, assisting in the identification of training requirements, the preparation of material and manuals and the scheduling and conducting of training events for public works employees.

In 1988-89, the following activities took place to:

- Assist councils develop guidelines for the building and repair of community equipment, and maintenance of local infrastructure;
- Assist councils and their public works employees to develop realistic policies for the provision and upkeep of facilities;
- Develop and distribute public works maintenance manuals to guide employees in their daily routine; and
- Plan, organize and deliver regional workshops which centered around problems peculiar to that region as well as a week-long province-wide training workshop for all public works employees which covered the maintenance of water systems, community equipment and public buildings.

Administrative Status of Northern Affairs Communities

Northern communities under the jurisdiction of the Department of Northern Affairs are at various levels of administrative development and accordingly fall into one of the following three categories:

In Trust:

- refers to those communities which have not as yet developed the skills to administer accounts relating to local government services. Although these communities are responsible for making decisions pertaining to the operations and maintenance of local services, via resolutions, the department handles all accounts through the Northern Affairs Trust Fund.

Self-Administration:

- refers to those communities which have reached a level of development enabling them to handle their own financial and administrative matters. Funds for operations and maintenance are transferred to the communities on a quarterly basis. The communities expend these funds in accordance with their approved budget and within the guidelines and policies of the department.

Block Funding:

- refers to those communities which have reached an advanced level of development, met required criteria, and entered into a Block Funding Agreement with the department.
- funds for operations and maintenance are transferred to the communities in two equal payments. These funds are unconditional and may be transferred at council's discretion. At the end of the fiscal year, surplus funds need not be returned but may be used by council for a local service as defined in The Northern Affairs Act. This status represents the final preparatory step prior to incorporation.

The following table indicates the administrative status of the 54 Northern Affairs communities as of March 31, 1989

In Trust (19)	Self-Administration (30)	Block Funding (7)
Aghaming	Barrows	Cross Lake
Baden	Berens River	Duck Bay
Big Black River	Bissett	Seymourville
Dawson Bay	Brochet	Sherridon
Granville Lake	Camperville	South Indian Lake
Herb Lake Landing	Cormorant	Wabowden
Little Grand Rapids	Crane River	Waterhen
Long Body Creek	Dallas Red Rose	
Loon Straits	Dauphin River	
Oxford House	Easterville	
Poplar River	Fisher Bay	
Powell	God's Lake Narrows	
Princess Harbour	Harwill	
Red Sucker Lake	Homebrook	
St. Theresa Point	Ilford	
Warrens Landing	Island Lake	
Westgate	Mallard	
	Manigotogan	
	Matheson Island	
	Meadow Portage	
	Moose Lake	
	National Mills	
	Nelson House	
	Norway House	
	Pelican Rapids	
	Pikwitonei	
	Pine Dock	
	Red Deer Lake	
	Salt Point	
	Thicket Portage	

Agreements Management and Coordination Division

Brenda Kustra
Assistant Deputy Minister

The division is responsible for the overall management, coordination and administration of the following four program areas:

- Canada/Manitoba Northern Development Agreement;
- Canada/Manitoba Special ARDA Agreement;
- Northern Flood Agreement; and
- Development Services.

The objectives of the division are to:

- Coordinate all provincial departments implementing the three development agreements;
- Assist communities, organizations, individuals to access government programs designed to provide economic and human development opportunities;
- Review, analyze and recommend appropriate changes to better reflect northern priorities;
- Assist the start up and ongoing monitoring of recreation projects granted support under the Manitoba Community Places Program; and
- Act as a resource to northern residents on business ventures by providing information and linkages to funding agencies.

Northern Development and Coordination

The Northern Development and Coordination Branch provides monitoring, analysis and negotiating skills to effectively coordinate programs in northern Manitoba. In addition, the branch identifies and/or assists in the development of northern programs and potential opportunities for cost-sharing and cooperation.

The objectives of the Northern Development and Coordination Branch are:

- To provide coordination of government programming in northern Manitoba;
- To provide interdepartmental as well as federal-provincial liaison, management and negotiating expertise in joint, parallel and potential development;
- To provide program analysis on a departmental, regional, provincial and national basis to ensure awareness of relevant program directions and strategies;
- To develop and maintain a broad based multi-sectoral data base representing programming and activities in northern Manitoba; and
- To provide for the effective management and administration of the Canada-Manitoba Northern Development Agreement (NDA).

The NDA is a $261.5 million cost-shared agreement between the two governments to deliver a wide range of programming during the period of November 29, 1982 to March 31, 1989. While the agreement has reached its formal expiration date, cost-sharing for many programs continued until March 31, 1990.

The primary objectives of the NDA are as follows:

- To develop locally-based income and employment opportunities;
- To increase participation of the northern labour force in employment opportunities; particularly in major resource sectors; and
- To increase participation of individuals in northern development by removing physical barriers to human and economic development.

During 1988-89, activities undertaken by the branch were as follows:

- To maintain an awareness of government programming to provide effective provincial coordination of northern development;
- To maintain a liaison with both provincial and federal departments in relation to areas of joint, parallel and potential programming in northern Manitoba;
- To ensure that northern development programming is consistent with departmental as well as federal/provincial strategies;
- To develop and maintain an effective information system directed at improved monitoring and negotiation capabilities; and
- To ensure effective implementation of programs and activities with relation to the goals and objectives of the agreement, as well as to suggest any modification that better reflects these goals and objectives.

In addition to these operational objectives, this branch undertook the following specific activities:

- Implementing and negotiating legal documents related to a 2-year extension to the NDA to increase program funding from $186.2 million over five years to $261.5 million over seven years;
- Monitoring and/or administering program funds under the NDA totalling approximately $33.7 million of which $17.7 million was delivered by the province;
- Negotiating and planning a federal/provincial NDA work plan for 1988-89;
- Preparing discussion and position papers regarding federal/provincial relations and sectorial specific impacts;
- Assembling and analysing provincial departmental positions regarding northern development priorities;
- Drafting a provincial position regarding a Canada/Manitoba Memorandum of Understanding on northern/Native development;
- Participating in the 1988 Northern Minister's Conference;
- Taking part in the program advisory committees for implementation of economic development programming under the NDA; and
- Contributing to interdepartmental committees focussing on northern program coordination.

Northern Flood Agreement

The Northern Flood Agreement Branch directs the delivery of required programming to the reserve communities of Nelson House, Cross Lake, Norway House, Split Lake and York Landing in accordance with Manitoba's contractual obligations under the Northern Flood Agreement. The Agreement, signed in 1977 by Canada, Manitoba, Manitoba Hydro and the Northern Flood Committee Inc. (NFC), was intended to ensure that people adversely affected by hydro projects are treated fairly and equitably.

During 1988-89, the following activities were undertaken by the branch:

- Support to advisory groups including the Wildlife Advisory and Planning Board, the Community Liaison Committee and the Employment Task Force;
- Coordination of Environmental Monitoring Program;
- Coordination of Land Exchange site selection process;
- Coordination of claims resolution (Arbitration) process; and
- Resolution of claims:
  - #22 (Cross Lake Commercial Trapping)
  - #32 (Split Lake Commercial Trapping)
  - #33 (Nelson House Commercial Trapping)
  - #31 (Norway House Commercial Trapping)
  - #36 (Nelson House Community Trapline)
  - #42 (Key Communicators Program Extension)
  - #97 (Split Lake Commercial Fishing Program Extension)
  - #103 (Nelson House Commercial Fishing Program Extension).

Anticipated progress was not realized in the areas of developing a Wildlife Resource Policy and in initiating a Schedule "E" Comprehensive Community and Area Development planning process.

During 1988-89 Manitoba hired a Senior Negotiator to represent the Province during comprehensive negotiations involving all four parties to the NFA. During 1988-89 this process resulted in an advance payment of $1 million being made against Claim #99 (Cultural Centres) and a $4 million repayable loan being made to facilitate needed on-reserve housing for the five NFA Bands.

Special ARDA Branch

Special ARDA (Agricultural Rural Development Agreement) helps Native people create new earning and job opportunities by contributing to projects in renewable resource harvesting, and by helping to develop Native entrepreneurship and business management skills.

The program is aimed at those who need opportunities to develop management skills to operate and manage business enterprises.

The objectives of the branch are as follows:

- Provide financial assistance to renewable resource harvester organizations to purchase, construct and install capital projects;
- Improve the social and economic status of the target group;
- Facilitate local ownership in primary renewal resource businesses by providing capital;
- Provide financial assistance for the construction, installation and accessibility of hydro power, water and sewer services, and resource access routes; and

- Assist recipients of Special ARDA commercial undertakings to take advantage of business management training, consultation and development opportunities.

During 1988-89, Special ARDA was involved in the following activities:

- Provided material to construct four new fish station buildings;
- Purchased and installed mechanical ice material and refrigeration systems for four new fishing stations;
- Upgraded the refrigeration systems in seven existing fishing stations; and
- Monitored projects previously approved.

Development Services

The Development Services Branch administers and delivers development programs to provide economic and employment opportunities, and to improve the quality of life for residents of Manitoba's remote communities.

In addition, the branch provides land use and resource planning advisory services to community councils and committees under the jurisdiction of the Department of Northern Affairs. The Branch delivers five programs — Manitoba Community Places, Corporate Projects, Community Profiles, Recreation and Land Use Planning. The accountabilities, accomplishments and initiatives of each program during 1988-89 follows:

Manitoba Community Places Program

The branch administers the part of the program within the Northern Affairs boundary.

The objectives are:

- To address the special interests of northern and native communities as well as the concerns of northern urban communities;
- To fulfill the department's mandate of coordinating activities of government in northern Manitoba where the department's level of service guidelines and projects funded by the Community Places Program are concerned; and
- To maximize the opportunities for northern and Native communities to benefit from and participate in programs.

During 1988-89, The Community Places Program approved grants totalling $1.1 million in support of 49 projects whose aggregate value is $6.0 million.

Corporate Projects

Corporate Projects provides management, planning and training expertise to the Board of Directors and staff of logging Crown corporations, Moose Lake Loggers Ltd. and Channel Area Loggers Ltd.

Objectives of the branch are:

- To maximize employment opportunities for area residents;
- To maximize profitability of the enterprises; and
- To train local residents to successfully operate the corporations independently.

Activities undertaken in 1988-89 to meet the above objectives included:

- Assisting the corporations in the development of financial and sustainable development plans;
- Managing consultation to the staff and the Board of Directors of both corporations;
- Advising and assisting in securing appropriate training; and
- Assisting in accessing financial support and negotiating market contracts for the company and associated self-employed contractors.

Key results achieved in 1988-89 included:

- Providing annual financial and operational plans for both corporations;
- Completing and implementing management plans for each corporation;
- Conducting ten business training seminars for management and staff of each corporation;
- Negotiating annual market contracts for both corporations; and
- Conducting twelve entrepreneurial development training sessions for Board members of each corporation.

1988 Community Profiles

The Branch researches, updates and prepares data for the Community Profiles publication.

The objectives of this publication are:

- To provide an overview of the people, services and infrastructure in the 56 communities under the jurisdiction of The Northern Affairs Act; and
- To provide an informative resource book to remote communities, government departments and agencies and to the general public.

Recreation Planning

During 1988-89, Development Services assisted in developing, coordinating and assessing recreation programming for remote communities.

The program objectives are:

- To ensure the special needs of northern residents are met; and
- To develop and implement a coordinated recreation strategy to fulfill the municipal mandate and to address the social problems experienced by remote communities.

During 1988-89, the branch maintained liaison with other government departments who deliver recreation programming and acted as consultants on the recreation needs to remote communities. The branch also assessed new policy directions in terms of benefit to remote communities.

Land Use Planning

The Branch provided land use and resource advisory services to community councils and committees under the department's jurisdiction.

The objectives of this program are:

- To implement effective long term community land use policies; and
- To optimize benefits to communities from area resource use.

During 1988-89, activities undertaken were:

- Establishing or re-establishing of 15 community boundaries;
- Acting as a liaison with Municipal Planning in the preparation and production of the data gathering for the Background Studies in the preparation of Basic Planning Statements for the communities of Sherridon, Norway House, Cormorant and Pine Dock;
- Obtaining approval of 10 private subdivision applications as well as the conditional approval of four other applications;
- Approving for registration, in conjunction with Local Government Development, seven Crown Land subdivisions;
- Continuing liaison with other departments and the communities, regarding resource allocation in their respective areas.

Native Affairs Secretariat

The Native Affairs Secretariat is responsible for the development and coordination of Native policies and programs for the department and the Provincial Government.

The secretariat's major objectives are:

- To provide research and analysis of existing and planned program and policy initiatives.
- To improve coordination of provincal policy and programming by providing liaison across government departments and through liaison with community organizations;
- To support negotiations with Canada to clarify financial and jurisdictional issues; and
- To negotiate with Native leadership on issues outstanding with the province.

The activities of the secretariat in 1988-89 included:

- Negotiating at resolving issues in the areas of Indian child welfare, gaming, taxation, and health;
- Participating in tripartite negotiations with Canada and the Manitoba Metis Federation respecting Metis self-government; and
- Funding community based initiatives designed to support the social and economic development of the Native community.

Capital

The Capital Program provides Northern Affairs communities with funding for community infrastructure while progressively transferring the responsibility of project delivery from the department to the communities.

Applications for capital works projects are made by the community at the same time as they present annual budgets. Budgets are analyzed and approved by the community representatives and the Departmental Budget Review Committee and then amalgamated into the Departmental Budget for review and approval by Treasury Board and Cabinet.

During 1988-89, $3,814,432.68 was expended on 114 projects in 48 communities with 68 percent of the projects being delivered by the communities.

Department of Northern Affairs

Expenditure Summary by Appropriation

Year Ended March 31, 1989

Appro. No.	Service	1988-89 Actual ($'000)	Estimate ($'000)	Variance ($'000)	Expl.
19-1	**Administration and Finance**				
	a) Minister's Salary	20.6	20.6	—	
	b) Executive Support				
	Salaries	428.2	468.9	(40.7)	
	Expenditures	108.0	76.5	31.5	
		536.2	545.4	(9.2)	
	c) Financial and Administration Services				
	Salaries	399.7	400.9	(1.2)	
	Expenditures	48.4	48.5	(.1)	
		448.1	449.4	(1.3)	
	Northern Affairs Fund				
	d) Salaries	58.2	58.2	—	
	Expenditures	8.0	8.0	—	
		66.2	66.2	—	
	e) Communities Economic Development Fund	960.0	500.0	460.0	(1)
	TOTAL — 19-1	**2,031.1**	**1,581.6**	**449.5**	

Department of Northern Affairs

Expenditure Summary by Appropriation

Year Ended March 31, 1989

Appro. No.	Service	1988-89 Actual ($'000)	Estimate ($'000)	Variance ($'000)	Expl.
13-2	**Local Government Development**				
	a) Programs and Operational Support				
	Salaries	245.6	284.0	(38.4)	
	Expenditures	83.5	83.5	—	
	Community Operations	3,504.5	3,578.4	(73.9)	
	General Support Grants	49.7	75.0	(25.3)	
	Community Training	93.9	100.0	(6.1)	
	Regional Services	393.2	396.3	(3.1)	
	Grants	849.4	851.5	(2.1)	
		5,219.8	5,368.7	(148.9)	
	b) Thompson Region				
	Salaries	375.2	405.6	(30.4)	
	Expenditures	111.6	115.6	(4.0)	
		486.8	521.2	(34.4)	
	c) The Pas Region				
	Salaries	159.0	197.9	(38.9)	
	Expenditures	53.5	56.0	(2.5)	
		212.5	253.9	(41.4)	
	d) Dauphin Region				
	Salaries	305.2	314.6	(9.4)	
	Expenditures	82.2	80.0	2.2	
		387.4	394.6	(7.2)	
	e) Selkirk Region				
	Salaries	418.2	419.3	(1.1)	
	Expenditures	124.9	126.5	(1.6)	
		543.1	545.8	(2.7)	
	f) Northern Development Agreement Canada/Manitoba				
	Emergency Response Program	48.5	38.9	9.6	
	Recoverable from other Appropriations	48.5	38.9	9.6	
		—	—	—	
	g) Technical Services				
	Salaries	571.4	606.2	(34.8)	
	Expenditures	122.6	124.2	(1.6)	
		694.0	730.4	(36.4)	
	h) Audit Services				
	Salaries	158.4	168.1	(9.7)	
	Expenditures	24.7	27.4	(2.7)	
		183.1	195.5	(12.4)	
	TOTAL — 19-2	**7,726.7**	**8,010.1**	**(283.4)**	

Department of Northern Affairs

Expenditure Summary by Appropriation

Year Ended March 31, 1989

Appro. No.	Service	1988-89 Actual ($'000)	1988-89 Estimate ($'000)	1988-89 Variance ($'000)	Expl.
19-3	**Agreements Management and Coordination**				
	a) Northern Development Agreement				
	Salaries	164.9	164.1	.8	
	Expenditures	33.7	35.0	(1.3)	
	Payments to Other Jurisdictions	410.9	410.9	—	
		609.5	610.0	(.5)	
	b) Agreements Management				
	Salaries	310.4	329.3	(18.9)	
	Expenditures	103.1	103.5	(.4)	
	Northern Flood Agreement	11,176.7	2,855.0	8,321.7	(2)
		11,590.2	3,287.8	8,302.4	
	c) Special ARDA				
	Salaries	99.9	140.0	(40.1)	
	Expenditures	1,149.9	1,000.1	149.8	
		1,249.8	1,140.1	109.7	
	d) Development Services				
	Salaries	305.8	345.2	(39.4)	
	Expenditures	64.8	65.5	(.7)	
	Corporate Projects	350.0	185.0	165.0	(3)
		720.6	595.7	124.9	
	TOTAL — 19-3	**14,170.1**	**5,633.6**	**8,536.5**	
19-4	**Northern Development Agreement**	12,623.8	13,032.5	(408.7)	
	TOTAL — 19-4	**12,623.8**	**13,032.5**	**(408.7)**	
19-5	**Native Affairs Secretariat**				
	Salaries	316.6	364.0	(47.4)	
	Expenditures	117.2	177.6	(60.4)	
	Grants	513.5	648.0	(134.5)	(4)
	Aboriginal Development Fund	640.0	600.0	40.0	
	TOTAL — 19-5	**1,587.3**	**1,789.6**	**(202.3)**	

Department of Northern Affairs

Expenditure Summary by Appropriation

Year Ended March 31, 1989

Appro. No.	Service	1988-89 Actual ($'000)	Estimate ($'000)	Variance ($'000)	Expl.
19-6	**Expenditures Related to Capital**				
	a) Acquisition/Construction of Physical Assets				
	Northern Affairs	2,936.2	2,290.0	(53.8)	
	Other Departments	593.7	645.0	(51.3)	
		3,529.9	3,635.0	(105.1)	
	b) Acquisition/Construction of Physical Assets				
	Other Capital Projects	595.0	1,101.4	(506.4)	(5)
	Community Access and Resource Roads	548.2	600.0	(51.8)	
		1,143.2	1,701.4	(558.2)	
	TOTAL — 19-6	**4,673.1**	**5,336.4**	**(663.3)**	
	TOTAL EXPENDITURES	**42,812.1**	**35,383.8**	**7,428.3**	
19-1	Administration and Finance	2,031.1	1,581.6	449.5	
19-2	Local Government Development	7,726.7	8,010.1	(283.4)	
19-3	Agreements Management and Co-ordination	14,170.1	5,633.6	8,536.5	
19-4	Northern Development Agreement	12,623.8	13,032.5	(408.7)	
19-5	Native Affairs Secretariat	1,587.3	1,789.6	(202.3)	
19-6	Expenditures Related to Capital	4,673.1	5,336.4	(663.3)	
	TOTAL	**42,812.1**	**35,383.8**	**7,428.3**	

Explanations

(1) At the time departmental estimates were prepared the $500.0 allocated to C.E.D.F. programs was intended to cover the Crown corporation's operating losses only. Through the course of the fiscal year, however, policies changed and this appropriation was also requested to cover the bad debt allowance, thus creating an over-expenditure by $460.0.

(2) Supplementary funds of $9.0 million were approved in support of NFA comprehensive negotiations, giving a revised budget of $11,855.0. Due to changes in planned activities, $678.8 lapsed.

(3) Operational loss of Moose Lake Loggers Ltd. was due to reduction in cordage revenue from Manfor. Channel Area Loggers Ltd. losses relate to fire destruction of cutting area and late start-up of pulpwood operation due to weather conditions.

(4) Urban Native strategy funds lapsed as timing of initial workshops was delayed.

(5) The department was provided with $600.0 to construct a trailer park in Sherridon on condition these funds were to be recovered from the mining company in the area. By the end of the fiscal year, however, an agreement had not been reached with the mining company. Therefore, no construction on the expansion of the trailer park was undertaken. This matter has been postponed until the 89-90 fiscal year.

ERRATUM

In the Expenditure Summary by Appropriation, the amount under the 1988/89 estimates column for a) Acquisition/Construction of Physical Assets, Northern Affairs, should read 2,990.0 instead of 2,290.0.

Exhibit A

The Northern Affairs Fund

Specific Purpose Funds Account

Statement of Transactions
for the year ended March 31, 1989

	Balance March 31, 1988	Current Transactions Revenue	Current Transactions Expenditure	Balance March 31, 1989
Department of Northern Affairs				
Community Council Funds	$ 115,840	$ 6,315,623	$ 6,377,586	$ 53,877
Accountable Advances	—	45,680	45,680	—
Departmental Revenues, Transfer Payments	2,056	406,133	408,157	32
Department of Culture, Heritage and Recreation				
Manitoba Community Places Program	72,987	925,000	777,042	220,945
Remote Community Recreation Fund	—	300,000	120,805	179,195
Department of Municipal Affairs				
Provincial-Municipal Tax Sharing Payments	—	1,777,118	1,777,118	—
Manitoba Health Services Commission				
Ambulance Grant	859	27,369	26,800	1,428
Department of Employment Services and Economic Security				
Youth Corps Project	—	253,396	253,396	—
Cottage Subdivision Funds				
Self Generated	86,020	63,989	59,414	90,595
Department of Natural Resources Grant	—	50,000	—	50,000
Balance of Specific Purpose Funds,	$ 277,762	$10,164,308	$ 9,845,998	$ 596,072

Exhibit B

The Northern Affairs Fund

Taxation Account

Statement of Revenue and Expenditures
for the year ended March 31, 1989
(with 1988 figures for comparison)

	1989	1988
Revenue:		
Taxation Levies	$ 926,827	$ 901,154
Grants in Lieu of Taxes	686,677	635,760
Taxes Added	11,494	10,278
Grants in Lieu of Taxes Added	6,525	675
Tax Penalties	71,232	63,667
Rentals — Hay and Grazing Leases	65,616	63,222
Interest	—	6,149
Other	365	138
	1,768,736	1,681,043
Expenditure:		
Schools — The Public Schools Finance Board.		
Support to Education	933,548	890,074
— Special Levy	405,006	388,693
Community Councils for Local Services	132,481	137,121
	1,471,035	1,415,888
Taxation Account Administration:		
Department of Municipal Affairs Service Charge	54,743	42,208
Other	10,278	31,744
	1,536,056	1,489,840
Revenue Over Expenditure Before Allowance for Tax Assets	232,680	191,203
Transfer of Budgeted Levy to Allowance of Tax Assets	97,820	77,180
Revenue Over Expenditure	$ 134,860	$ 114,023

Five Year Expenditure and Staffing Summary By Appropriation ($000)

For Years Ending March 31, 1989

	Actual Expenditures									
	1984/85		1985/86		1986/87		1987/88		1988/89	
	SY	$	SY	$	SY	$	SY	$	SY	$
Administration and Finance	24.00	752,900	25.00	854,600	31.00	918,500	29.00	1,947,600	29.00	2,031,100
Local Government Development	66.00	6,561,800	66.00	7,060,300	61.00	7,004,400	60.00	7,367,800	60.00	7,726,700
Agreements Management and Co-ordination	28.00	3,273,900	27.00	3,533,800	24.00	2,890,600	25.00	4,904,400	25.00	14,170,100
Northern Development Agreement	—	10,575,500	—	11,402,200	—	11,497,700	—	12,713,300	—	12,623,800
Native Affairs Secretariat							10.00	1,705,500	10.00	1,587,300
Acquisition/Construction	37.00	5,593,000	25.00	7,849,500	24.00	5,386,500	14.00	4,872,900	14.00	4,673,100
Total Expenditure	155.00	26,757,100	143.00	30,700,400	140.00	27,697,700	138.00	33,511,500	147.00	42,842,100